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Summary of Activity: Career Service Program

The purpose of the Career Service Program is to identify, develop, effectively use and reward individuals who have the skills required by the organization; motivate them towards rendering maximum service to the organization; and eliminate from the service, in an equitable manner, those who in spite of the Program fail to perform as effective members of the organization. The Career Service Program has now been operative for almost a full year. During that time a number of significant steps have been taken to insure adequate consideration of individual career employees insofar as their relationship to the organization is concerned. These may be enumerated as follows:

1. An over-all Board, composed of the top people in the organization, has been meeting on a monthly basis since the Program began. It has advised the Director on innumerable policy matters concerned with career development. It accepts and considers matters offered to it by the chain of command and by the several subordinate boards.
2. The subordinate boards mentioned above are now active in every major component of the Agency. These are, for the most part, "working level" boards concerned with the careers of individuals under their jurisdiction for long-term planning. They are composed of the top people of the component, and their chief either is a member or considers their recommendations concerning

DOC	2	REV DATE	8 JUL 71	BY	029725
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individuals and policy. Thus, decisions concerning individuals receive fair and equitable consideration by a group of their superiors who are acting within a career development environment. Each individual has been identified with one of these subordinate boards. This board is responsible for the development of that individual to increase his capacity to serve his organization on a career basis. Most of the subordinate boards are reviewing promotions and transfers to insure that qualified individuals are selected for proper positions. Many of these boards are reviewing each individual's progress in order to be able to plan for his continued development. Some of them encourage visitors to see how they operate, and there is a constant interchange of ideas among them to ensure that good policy can be called to the attention of all, and that the end product, a real career program, will be available to every career employee.

3. In addition to these subordinate boards, the policy board has created other groups that give organization-wide weight and experience to such areas as selection of new employees and honor awards for deserving personnel. Then too, this board has, by identifying areas where work can be done, delegated responsibility and authority to those best able to accomplish the career program aims.

In summary: The Career Service Program has provided a means whereby all responsible persons have become personnel conscious. It is assuring that individuals, while still responsible for developing themselves are given adequate opportunity to so develop.